



# Values, Ethics and Military Leadership

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**P.S. There's More to Doing  
the Right Thing than Doing  
the Right Thing!**



# Purpose

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- **To study the Army Ethical Decision Making Process.**
- **To relate ethical categories to leadership challenges.**
- **To introduce the Land Navigation Model of Ethical Process.**
- **To provide you some tools to build the ethical climate of your unit.**



# End State

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Each Student will be able to

- **Define Ethics.**
- **List the 4 steps in the Army Ethical Decision Making Process.**
- **Describe 4 Ethical Systems**
- **Relate the Land Navigation Model of Ethical Decision Making to the four ethical systems.**
- **Use the Land Navigation Model and the Decision Making Process to define and resolve an ethical problem.**
- **Describe how effective ethical decisions increase their unit effectiveness.**



# Outline

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- **Introduction and Definitions**
- **The Army Ethical Decision Making Process**
- **The 4 Ethical Processes**
  - **Character Ethics (Grip It and Rip It!)**
  - **Deontology**
  - **Teleology**
  - **Situational/Contextual**
- **The Land Navigation Model of Ethical Process**
- **Practical Exercise**
- **Summary**
- **Questions**



# References

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Article 90, UCMJ, 1984

FM 22-100, 30 Aug 1999, Army  
Leadership, CH 2 &4, App. D

DOD 5500.7-R, 30 Aug 93 Joint  
Ethics Regulation



# Consider This...

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**“ Proud of all we have done  
... ”**

***I am proud of the Corps of Noncommissioned  
Officers and will at all times conduct myself  
so as to bring credit upon the Corps, the  
Military Service and my country regardless of  
the situation in which I find myself.***

***The NCO Creed***



# Definitions

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**Ethics is the process used to analyze a problem and make a decision.**

**Morality is a value judgment upon the decision and the process used to reach it.**



# Bottom Line

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**The Army is a value-based organization.**

**As leaders, we are responsible to set a course of action that is consistent with the Army's values, and we are accountable for our actions.**

**Do the right thing!**





# NCO Dilemma

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**Battalion  
Guidance  
Training**

**ARTEPS/NTC/  
JRTC**

**Deployment**

**Family  
Support  
EO**

**Personal  
Obligations**

**Daily  
Operations  
Company  
Business  
Soldier  
Emergencies  
UCMJ**

**Counseling**

**Sexual  
Harassment**



## What is the Right Thing?

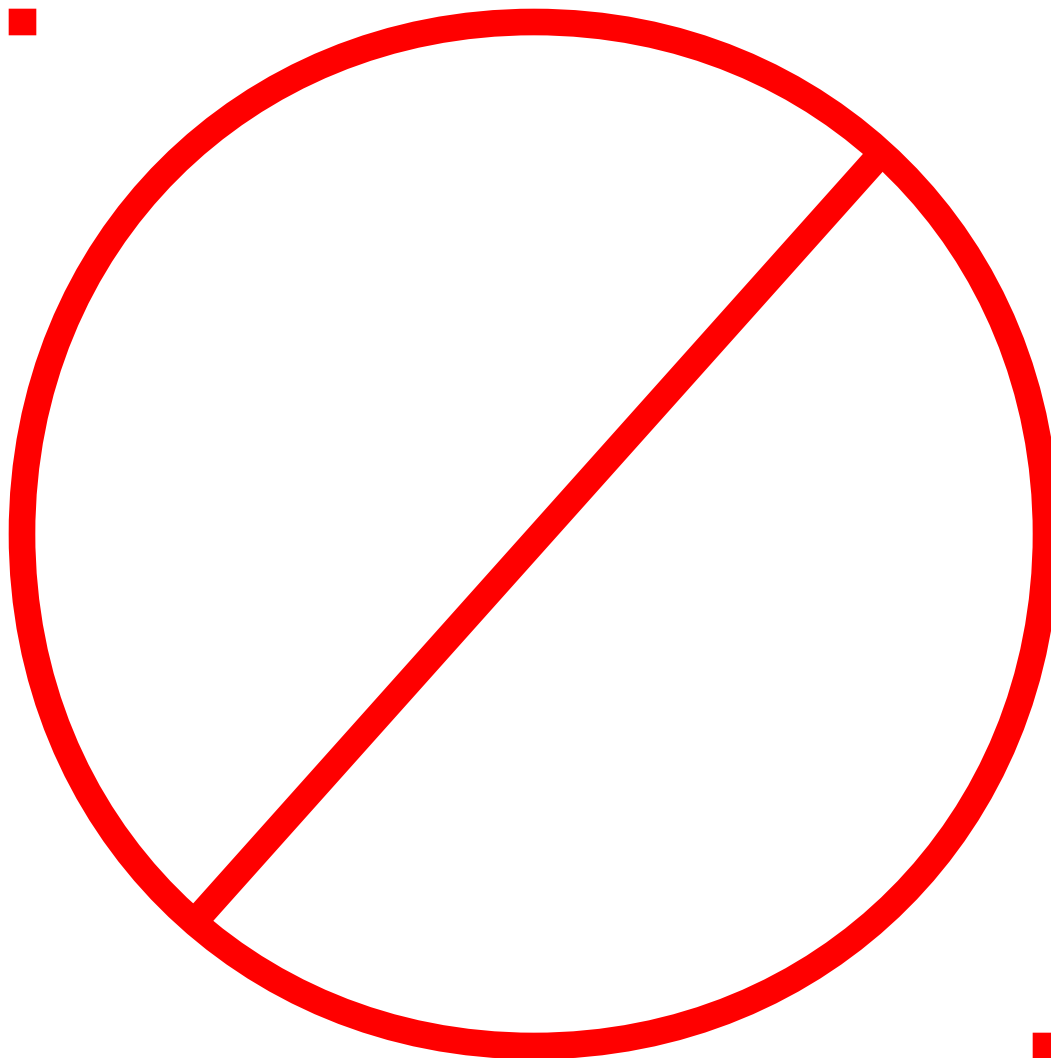


# **Army Ethical Decision Process (AEDP) FM22-100**

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- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
- Choose the best course of action
- Act

# THE AEDP





# **WARNING!**

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**The AEDP is a  
Decision Matrix.  
It is **NOT** an ethical  
system!**



# Values

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Families

Personal Experience

Education

How we think



Culture

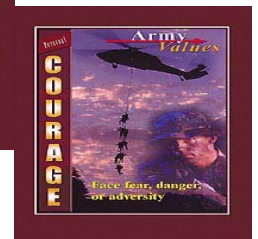
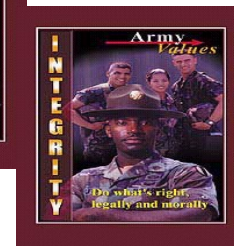
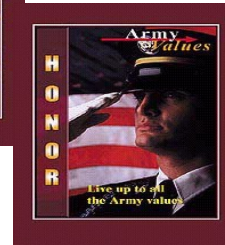
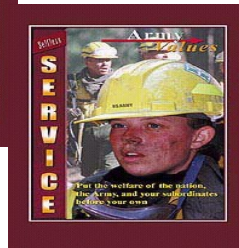
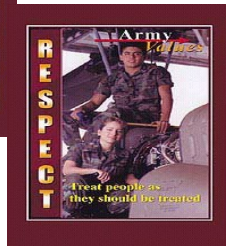
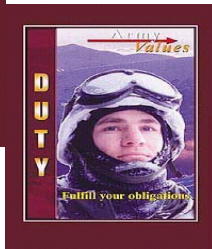
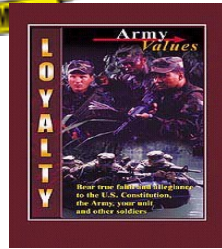
Jobs

Religion

Gender



# Army values





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Ethics is putting  
your values  
into action.



# Four Ethical Systems

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- **Character**
- **Deontology**
- **Teleology**
- **Situational/Contextual**



**Character**

**Deontology**

**Situation**

**Teleology**

**Character**

**Deontology**

**Situation**

**Teleology**



# Grip it and Rip It!

(Character Ethics)

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(The immortal words of Ray McAvoy describing the metaphysics of the Golf Swing)



# Character Ethics

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- Deeply ingrained boundaries/ patterns of behavior that you just don't cross.
- They are almost reflex, and they are not quickly changed.
- A Change or Challenge may have adverse affects on the individual.



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***“Character is the  
bedrock on which the  
whole edifice of  
leadership rests.”***

***General Matthew B.  
Ridgway***



# Casualties of War

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# Grip It and Rip It in Real Time

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“Everyone is wandering around here saying what the \_\_\_\_\_. I might not be here tomorrow, so what I do doesn’t matter. But I began to think, that I really might not be here tomorrow, so what I do today ultimately matters.”

- PVT Marshall Storeby  
1 Cavalry Division  
Vietnam



# Vitina, Kosovo - JAN 2000

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**Character**

**Deontology**

**Situation**

**Teleology**



# Deontology

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- Dei = Greek, It is necessary
- Decisions and analysis based upon Unchanging Rules or Standards
- Rules/Standards drive all actions
- Appeal to an “Authority”



# Military Deontology

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**Command**  
**Guidance**  
**SOP's**

**Regulations**

**Orders**

**UCMJ**

**TM's and FM's**

**Law of Land Warfare**



# Just War

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## Jus Ad Bellum

- Just Cause
- Legitimate Authority
- Just Intention
- Proportionality of Ends
- Last Resort
- Reasonable Hope for Success
- The Aim of Peace

## Jus in Bello

- **Proportionality** – the damage caused cannot be greater than the good intended.
- **Discrimination** – the intention to target only combatants and the effort to protect the lives of non-combatants.

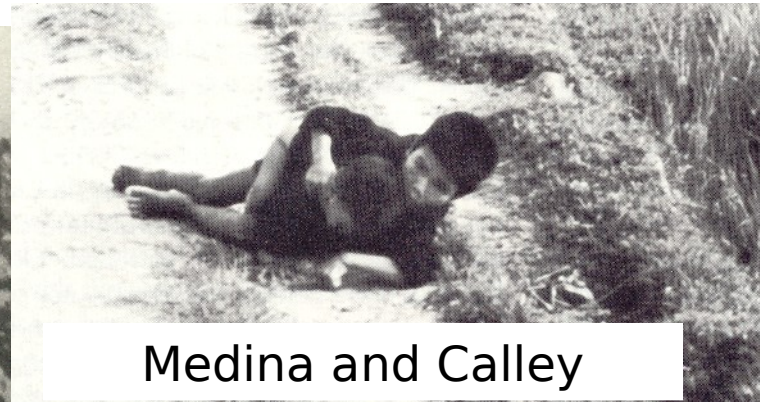


# Historical Deontology

## Command Responsibility



Nuremberg



Medina and Calley



Yamashita



Srebrenica and Kibeho





# Mogadishu MP: Rules vs. Character

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**Character**

**Deontology**

**Situation**

**Teleology**



# Teleology

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- Telos = End or Final Result
- The end result commands the current course of action.
- The ends justify the means
- If you don't know where you're going, you're sure to get there.





# Telos = Mission First

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# International Teleology

## DIFFERENT VIEWS How others see the military

This cartoon first appeared in The Record of Hackensack, N.J.

MARGULIES  
© 2007 THE RECORD NEW JERSEY  
WWW.NORTHJERSEY.COM/IMARGULIES





# Different but Teleology



October 2001

Taliban supreme leader, Mullah Mohammed Omar:

"The situation where we are now, there are two things: either death or victory. To those who are fighting and bombarding us, they should understand the Afghan man is a fighter willing to die for jihad."



June 1944

General George S. Patton:

"I want you to remember that no bastard ever won a war by dying for his country. He won it by making the other poor dumb bastard die for his country..."







# Motorpool Teleology



**“I want those stolen doors put on my vehicle by COB, or I’ll start shooting!”**



# Force vs. Civilian Protection

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**Character**

**Deontology**

**Situation**

**Teleology**



# Situational Ethics

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- Also called situational ethics.
- The situation matters.
- What is the correct thing to do

**Right NOW?**

- Command Initiative.



# Situational Ethics

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**Improvise, Adapt, and  
Overcome**





# Failure of Situational Awareness

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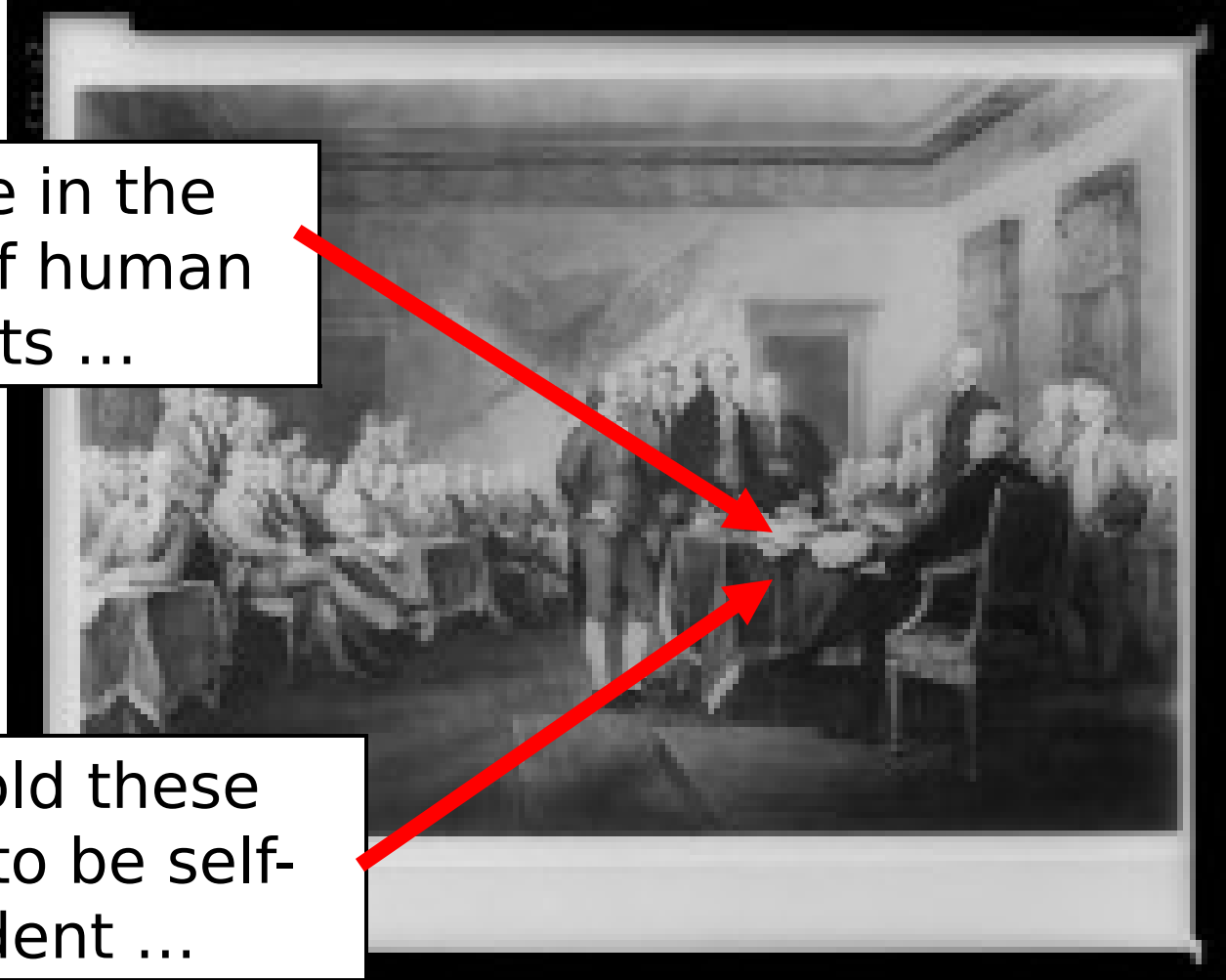


# Declaration of Independence

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Whence in the  
course of human  
events ...

We hold these  
truths to be self-  
evident ...





# **Situational Ethics in Real Time**

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**“We have a choice - to change the way we live, which is unacceptable, or to change the way that they live. We choose to do the latter.”**

***Secretary of Defense Donald Rumsfeld, 18 Sept  
2001***



# Contextual Ethics in Real Time



**“The Enemy Has a  
Vote.”**

**P.S. (So do civilians)**





# Ethical Navigation

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# Conflict in Ethical Systems

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What is:

Deontology Required?

Appropriate?

Situation Correct?

Acceptable?

Teleology

Character



# Army Ethical Decision Process (AEDP)

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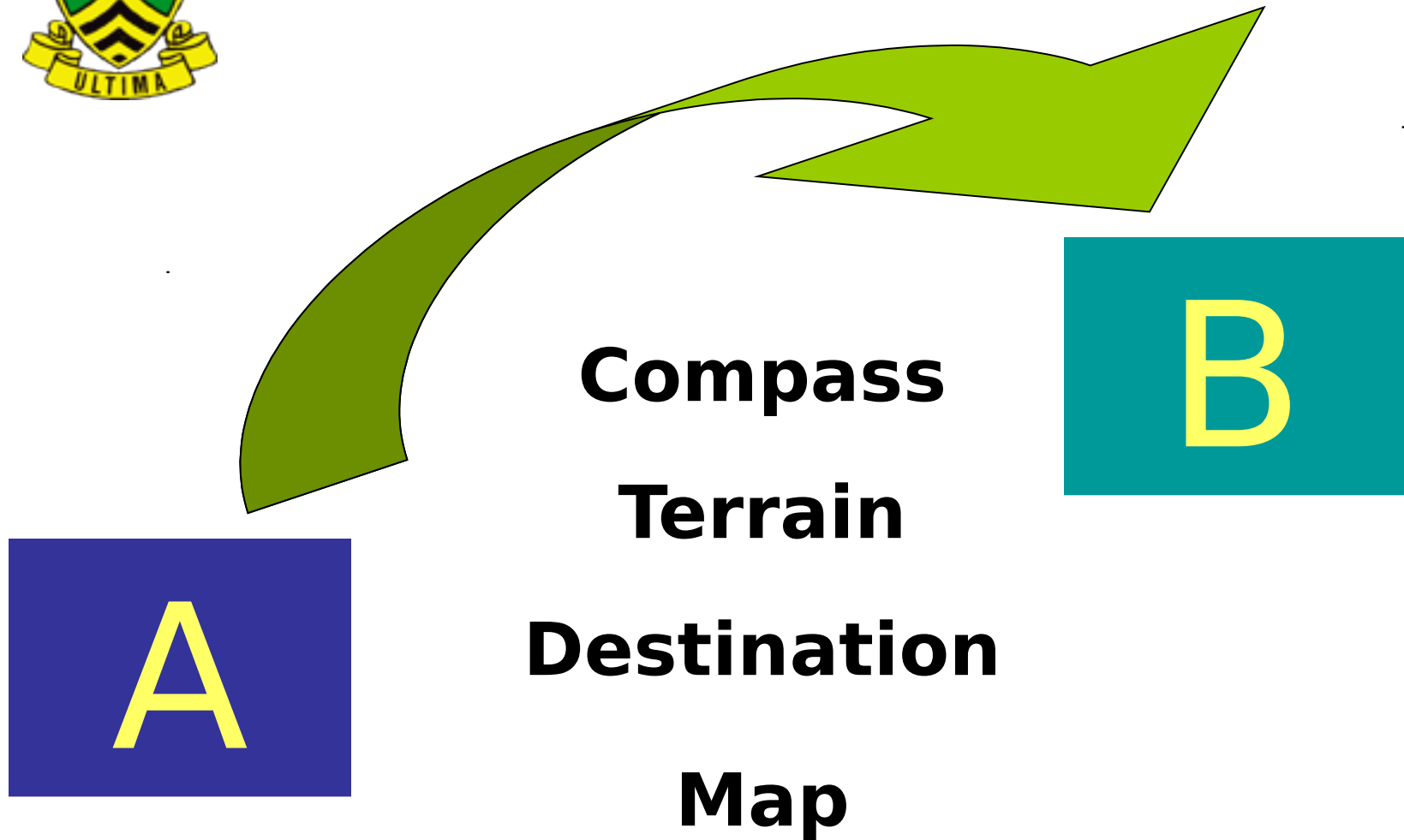
- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
- Choose the best course of action
- Act





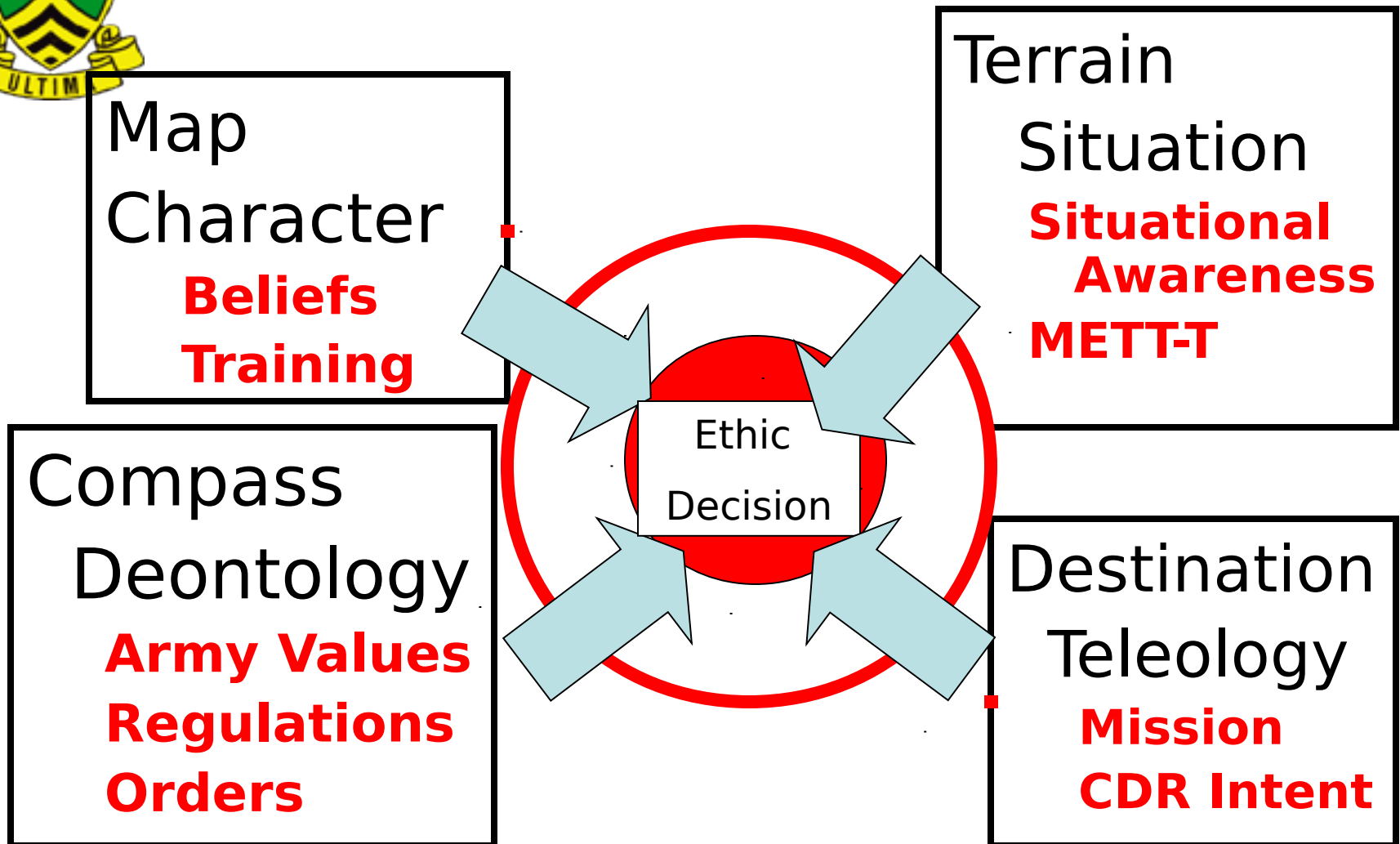
# Land Navigation Model of Ethical Process

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# Land Navigation Ethics





# Land Navigation Ethics in Real Time

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# Kosovo 2000





# Command Climate and Guidance

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**Go Hard or Go Home!**



## Command Climate and Guidance

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**This is a volunteer force,  
and soldiers volunteer to  
meet our standards. If  
they should fail to meet our  
standards, we should thank  
them for trying, and send  
them home.**





# Army Ethical Decision Process (AEDP)

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- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
- Choose the best course of action
- Act



# What are the Issues?

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Company

C

Don't let soldier "get over" - Take Care of him and his family

Battalion Commander

Retrain and allow soldier to complete deployment - money for family

1SG

Unwilling Soldier - motivate for duty

Soldier

Send Me Home - I'm Losing It!

CSM

Make Him soldier - he's done it in the past

Div Psychiatrist

Personality Disorder - Can't Treat, Hold him accountable, or Discharge.

Spouse

Re-enlist

Chaplain

Send him home for Treatment and/or Discharge



# What are the Ethical Systems?

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- Deontology (Compass)
- Teleology (Destination)
- Situation (Terrain)
- Character (Person on the Course)



# Deontology/Compass

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- 1. Command Concern for Soldier, Unit, and Family**
- 2. Medical Procedure**
- 3. Regulations - Counseling, UCMJ.**
- 4. Army Standards**
- 5. Human Life**





# Teleology/Destination

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- 1. Commander's Decision - Family Driven, Security & Future for soldier. Unit Accountability.**
- 2. NCO's Advice - Soldier/Unit Driven - enforce the standard.**
- 3. Chaplain's Advice - Unit driven, Cut Loses**
- 4. Doc's Advice - Soldier driven, What is he capable of?**
- 5. Soldier's desire - Get me out of here! Cry for Help?**



# Situation/Terrain

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- 1. Deployed Unit**
- 2. Unit Pride**
- 3. Family Concerns**
- 4. MOS - Job**
- 5. Diagnosis-Treatment**







# Character Ethics



- 1. Soldier's Condition**
- 2. Personal Criteria**  
**- What does it mean to soldier?**
- 3. What does it mean to lead?**
- 4. Unit Loyalty?**



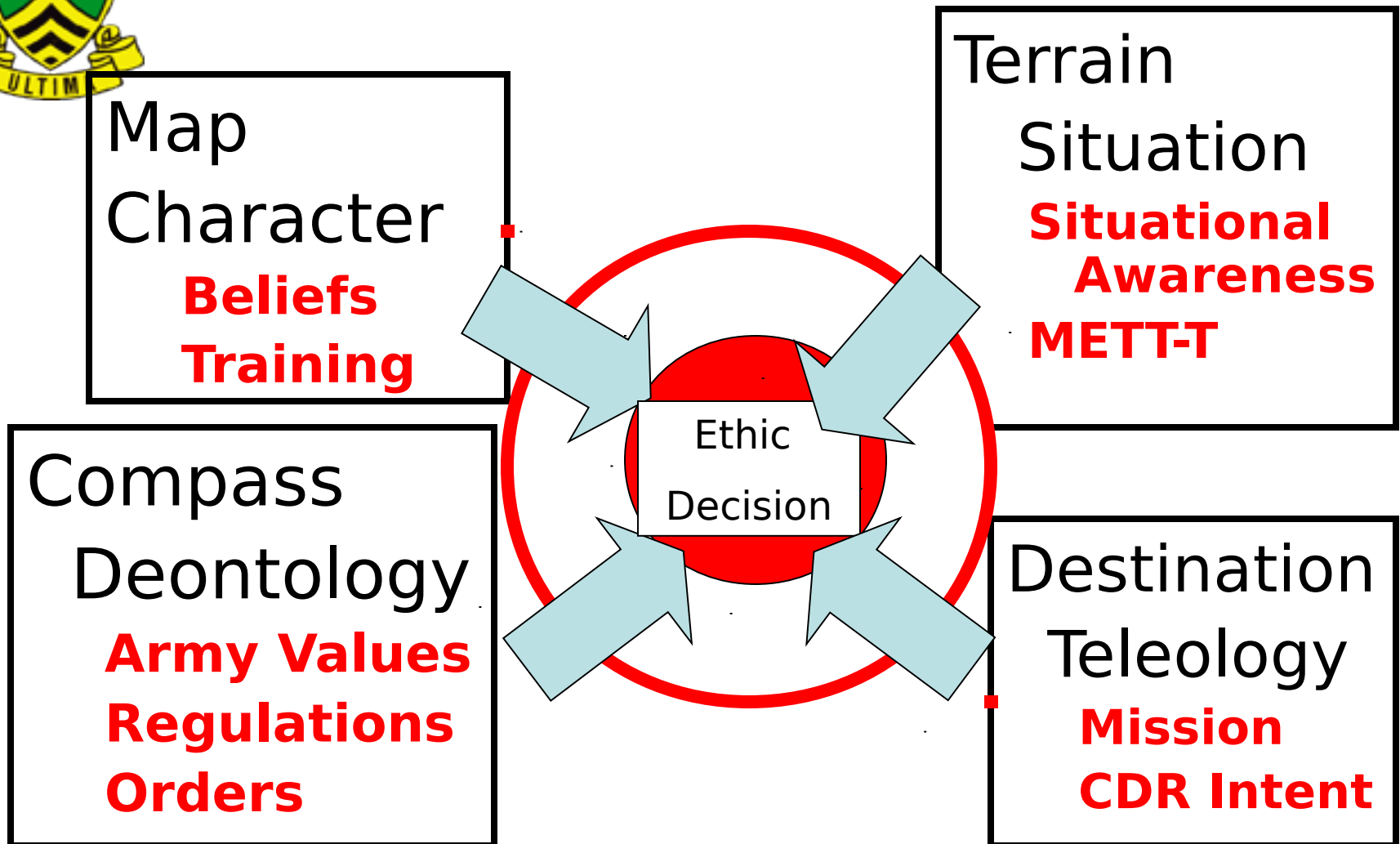
# Modified Army Ethical Decision Process (AEDP)

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- **Define the Problem**
- **Ask the following Questions:**
  - What are the rules/principles?
  - What is the destination (endstate/consequences)?
  - What is the situation/terrain - what's going on/who is affected - what are the effects?
  - What does my conscience tell me?
- **Develop and evaluate courses of action**
- **Align courses of action**
- **Act**



# Land Navigation Ethics





# Land Nav Ethics in Real Time





# Summary

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As a leader you are responsible for the actions of your unit, and this includes the ethical standards and processes used to soldier.





# Remember ...

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**Ethics is about  
your:**

- 1. Direction**
- 2. Destination**
- 3. Situation**
- 4. Character**

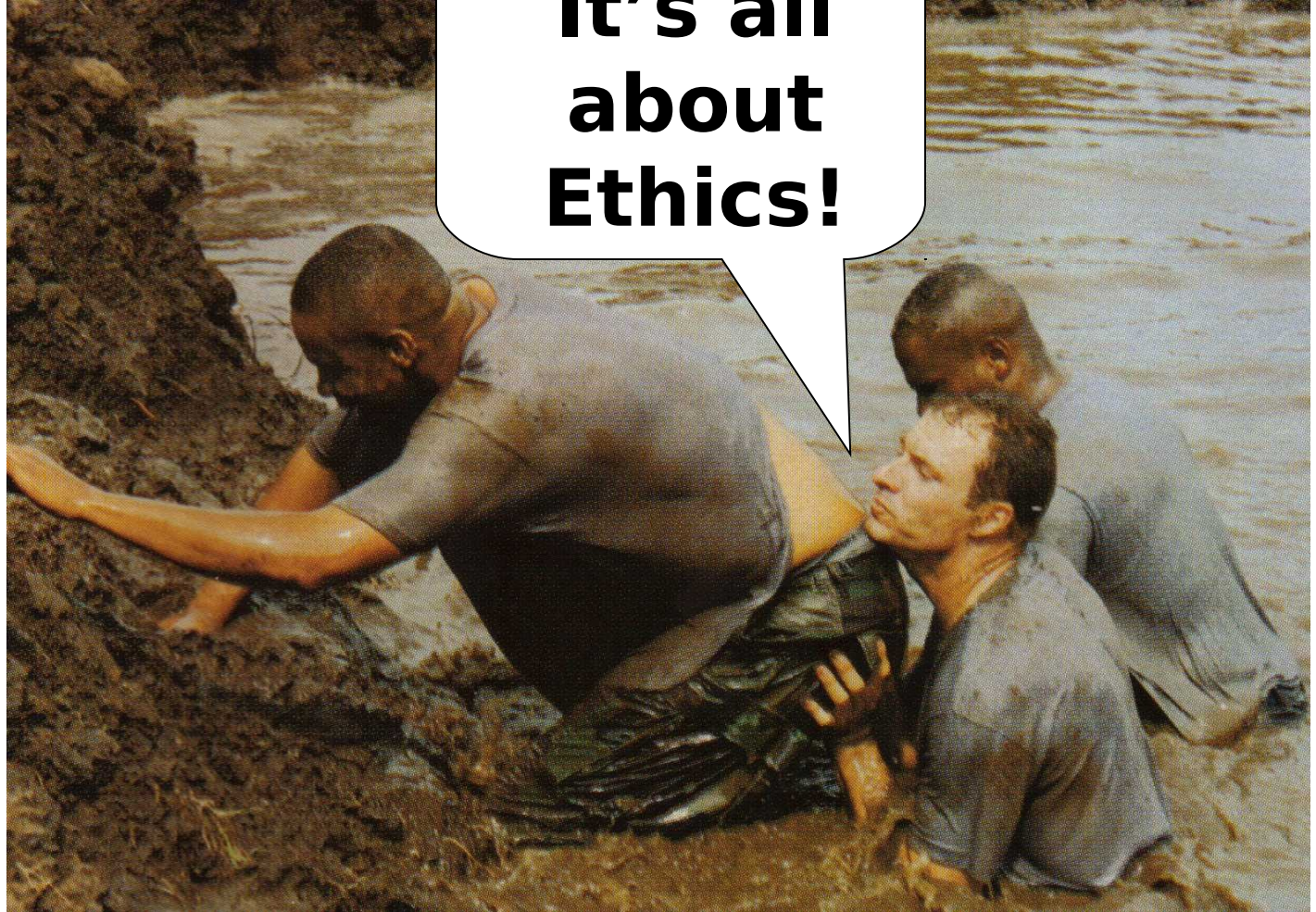






# Remember ...

**It's all  
about  
Ethics!**







# Questions?